



County of Los Angeles **CHIEF EXECUTIVE OFFICE**

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WILLIAM T FUJIOKA
Chief Executive Officer

September 18, 2007

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisors:

Board of Supervisors
GLORIA MOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

LOS ANGELES COUNTY'S HEALTHIER COMMUNITIES, STRONGER FAMILIES, AND THRIVING CHILDREN DEMONSTRATION INITIATIVE (ALL AFFECTED) (3 VOTES)

IT IS RECOMMENDED THAT YOUR BOARD:

1. Approve the "Healthier Communities, Stronger Families, and Thriving Children" (*HST*) as the County's community-specific initiative to:
 - Assist communities in developing greater capacity to support and strengthen the ability of families to care and nurture their children through a partnership with various community organizations, the County and other public institutions; and
 - Develop interdepartmental, community-based, service integration, and community building capacity within the County's direct service departments, as well as other public institutions including cities and school districts, that bend, blend and integrate public resources and service delivery systems in support of specific needs and concerns identified by the community and its families.
2. Approve the selection of Lancaster, Pacoima, Florence-Firestone, and Wilmington as the initial four *HST* communities.

3. Direct the Chief Executive Officer (CEO), as part of the supplemental changes to the Fiscal Year (FY) 2007-08 Budget, to identify \$1.473 million, in one-time County funds, to fund implementation of the first year of the County's community-based *HST* demonstration initiative in the four *HST* communities.
4. Instruct the CEO to develop an *HST* Fund within the County General Fund which will carryover funds allocated by the Board on a year-to-year basis; and, which the Board may allocate one-time County General Funds to support *HST* implementation.

PURPOSE / JUSTIFICATION OF RECOMMENDED ACTION

On March 14, 2006, your Board unanimously approved a motion by Supervisors Knabe and Yaroslavsky, instructing the CEO to develop an implementation plan identifying the timeframe and requirements needed to fund, organize, test, implement, contract for, and administer a community-specific prevention initiative in Los Angeles County. The Board's action responded to a report on preventing child maltreatment that was jointly prepared by the Commission for Children and Families (Commission) and the Department of Children and Family Services (DCFS).

The Board further instructed the CEO to work in partnership with the New Directions Task Force (NDTF), the Children's Planning Council (CPC) and the Inter-Agency Council on Child Abuse and Neglect (ICAN) in developing the prevention initiative. The County Interagency Operations Group (IOG), at the request of NDTF, assumed the role of developing the *HST* plan. The CEO Service Integration Branch staffed the effort. During the year-and-a-half long effort, input and support was received from your Board's policy and field Deputies, First 5 LA, Casey Family Programs, representatives of Service Planning Area (SPA) Councils, and most recently representatives of the four recommended initial demonstration communities.

Healthy Communities, Stronger Families and Thriving Children

The interactive process directed by your Board evolved into the development of a shared vision and strategic direction between the various parties to enhance the health, safety, and quality of life of communities which became known as "*Healthier Communities, Stronger Families and Thriving Children (HST)*". The design of *HST* came about as NDTF, IOG and other partners determined that reducing child maltreatment in the County cannot be accomplished by the County, let alone DCFS, acting by itself. Rather, the prevention of child abuse and neglect requires a strong, innovative partnership between the various elements of the community – residents, civic leaders, faith-based organizations, the business sector, community-based service providers, and public institutions including schools, cities, and the County.

The *HST* community partnerships will have the following components:

- Primary focus is the interests, needs, and concerns of the community as expressed by community residents – parents, children, and youth.
- Emphasize, build, and develop community strengths as a means of mitigating the elements that stress the community and negatively impact its residents such as gangs, public safety, accessible transportation, social isolation, employment and training opportunities, quality child care, healthy life styles, access to health care, and the commitment to educating children and youth.
- Community-County partnerships are grounded in a broad-based, inclusive community participation process that encourages residents, parents, and youth to express their needs and concerns and work as full partners with community organizations and public institutions to develop innovative solutions to address them, thereby extending the reach of preventive efforts *beyond* the realm of services.
- County and its institutional partners will need to operate in ways that they haven't done so before: they will need to re-examine/reframe traditional bureaucratic rules and regulations, and blend/integrate public-private resources, services, and community supports to improve outcomes for children and families, based upon community and resident interests and concerns rather than government regulations; and
- Utilize and strengthen existing community networks and associations as well as private/public service networks and relationships between County departments, resources, and community-based organizations.

DCFS' SPA-Based Prevention Demonstration Project

Working in tandem with the community-based *HST*, DCFS has designed a project to improve the delivery of prevention and family support services to "at-risk" families known to DCFS. Using fund balance from FY 2005-06, a May 21, 2007 Request for Information (RFI) process was initiated to identify experienced lead agency networks in each of the eight geographic SPAs to serve as the foundation of this community-based child maltreatment prevention system. To encourage collaboration, the RFI required selected lead agencies to subcontract 35 percent of awarded funds to community partners. Lead agencies were also required to partner directly with families and community resources to reduce social isolation, support the development of an integrated continuum of services and supports, and promote family economic success,

to achieve positive outcomes along the areas of primary, secondary, and tertiary prevention. DCFS expects to be presenting recommendations for contract awards to your Board in October.

Within selected *HST* communities, DCFS' Project will be a part of the broader *HST* interdepartmental prevention framework. *HST* will extend beyond the issue-focus of the Project by delving deeper into communities through a sustained five year commitment to integrated services and community building.

HST DESIGN

HST design was developed through extensive research related to promising practices by local, state, and national models; as well as more than 10 years of County experience related to service integration and community building efforts. Some of the more notable and current efforts are outlined in Attachment A.

SELECTION OF PROPOSED HST COMMUNITIES

Given the County's size and demographics, it is recommended that *HST* be initially implemented in four geographic communities to test, measure and evaluate the effectiveness of efforts and initiatives. Proposed *HST* sites were selected based on a combination of socio-economic indicators of need (e.g., poverty, population size, number of DCFS hotline calls/cases, etc.) and a level of readiness/investment (e.g., level of existing community partnerships/leadership/resources and opportunities). Based on these factors, and with input received through a series of meetings with community leaders endorsing their willingness to participate as *HST* communities, the proposed communities are (from North to South and West to East):

- a. Lancaster (SPA 1, Fifth Supervisorial District);
- b. Pacoima (SPA 2, Third Supervisorial District);
- c. Florence-Firestone (SPAs 6 and 7, First and Second Supervisorial Districts); and
- d. Wilmington (SPA 8, Fourth Supervisorial District).

Please refer to the socio-economic indicators of need (Attachment B) and community strengths (Attachment C) used to inform the selection of the proposed *HST* communities. Additionally, an overview document used to introduce *HST* to community leaders at a series of community-County meetings, as well as feedback received, related to their desire to participate as *HST* communities have been included in Attachment D.

HST IMPLEMENTATION STRUCTURE: COMMUNITY ACTION TEAMS

Activities in *HST* communities will be managed by a *Community Action Team* made up of a network of community residents, leaders, institutions, and a *County Team* of department representatives *with direct authority* over their departments' services and resources in the *HST* communities. Evaluation and Continuous Quality Improvement tools will be incorporated at the onset of community action plan development/implementation activities, and will be used to measure progress and identify promising practices for replication in future *HST* communities.

The following is a summary of the composition, charge, and roles of *HST Community Action Teams*:

1. *Community Action Teams* will:

- a. Build on/join with existing collaboratives, networks, and processes, including County Community Enhancement Teams, DCFS' community networks, and SPA Councils. Membership will include, but not be limited to: grassroots organizations/networks, resident/parent/youth/volunteer networks, schools (especially Healthy Starts), faith/civic/community-based organizations, First 5 LA, Casey Family Program, other philanthropic entities, businesses, the private sector, institutions of higher learning, representatives of your Board offices, and appropriate city representatives;
- b. Include a *Team* of County department/agency representatives with direct authority over their departments' services/resources in *HST* communities (e.g., DCFS Regional Administrators, Department of Mental Health District Chiefs, Department of Public Social Services District Directors, Probation Department Directors, and equivalent representatives for the following departments: Child Support Services, Community and Senior Services, Health Services, and Public Health). Unincorporated areas that serve as *HST* communities will also include County representation beyond the health and human service departments such as the Community Development Commission, Los Angeles County Office of Education, Public Libraries, Parks and Recreation, Public Works, Fire, Sheriff, Animal Care and Control, and Regional Planning. For example, in the Florence-Firestone community, the Florence-Firestone Community Enhancement Team will be a key participant. Other operational County departments, such as the Auditor-Controller, County Counsel, Chief Information Officer, Department of Human Resources, will be involved as needed; and

- c. Require *County Team* members to serve as a direct conduit between customers and the County's service system to expedite/coordinate service delivery to clients coming to the attention of the *Community Action Team* members.

2. *Community Action Teams are charged with:*

- a. Enhancing an existing, or developing a new, Community Action Plan that describes jointly developed strategies for addressing community concerns/priorities; and outlines how community, County and other institutional services and resources will be integrated to improve community-specific priorities;
- b. Jointly implementing, monitoring, and evaluating Community Action Plan related actions/activities;
- c. Creating opportunities for community members to enhance their leadership skills, take collective action, and more effectively use community assets/resources to improve their communities; and
- d. Identifying/referring systemic policy, regulatory, operational/contractual constraints to service integration and community building efforts to the County's IOG, and NDTF for resolution.

3. *Roles of County Community Action Team members:*

- a. Board offices will play a key role on the *Community Action Teams* by:
 - i. Providing outreach to cities and other jurisdictions; and
 - ii. Making policy recommendations to your Board that address the issues/concerns identified in *HST* communities that act as a barrier to community action plan implementation.
- b. CEO will provide centralized leadership, coordination, and support to *Community Action Teams* by:
 - i. Serving as a "communication hub" for *Community Action Teams*, NDTF, and the IOG;
 - ii. Coordinating/expediting Countywide service integration efforts by ensuring the timely participation of County Team members, "barrier busting," and policy related activities for the NDTF and IOG;

- iii. Providing periodic reports to your Board regarding the status of implementation efforts; and
 - iv. Ensuring resident involvement in County discussions and decision-making processes.
- c. NDTF will serve as your Board's Health and Human Services Cabinet by:
- i. Providing interdepartmental leadership/policy direction, regarding service integration, funding, and maximized resources/activities that support implementation of Community Action Plans; and
 - ii. Making recommendations to your Board regarding resolution of systemic policy, regulatory, operational, and other contractual constraints to service integration and community building efforts.
- d. IOG on behalf of NDTF will serve as the County's senior interdepartmental operational oversight body for the *Community Action Teams* by:
- i. Resolving County systemic operational barriers referred by the *Community Action Teams*; and
 - ii. Recommending options to NDTF for integrating services, leveraging funding, maximizing resources/opportunities, and removing systemic barriers requiring NDTF and your Board's action.

Please refer to the following for details regarding: the *Community Action Team* administrative structure (Attachment E); the *HST* logic model (Attachment F) containing a set of proposed community-County outcomes, indicators, and strategies to be further developed in partnership with communities; proposed methodologies for capturing the suggested indicators (Attachment G); and, a "before and after" graphical representation of the dynamics between resources, services, and residents in *HST* communities (Attachment H).

IMPLEMENTATION OF STRATEGIC PLAN GOALS

Given the comprehensive nature of *HST*, the recommended actions are in compliance with all eight County Strategic Plan Goals; and consistent with the five outcome areas for children and families adopted by your Board. *HST* is particularly essential to the implementation of Goal 5: Children and Families' Well-being's FY 2007-09 objectives as many of the objectives rely on an interdepartmental community-County body to support/coordinate their implementation.

FISCAL IMPACT/FINANCING

As described in greater detail in Attachment I, the projected cost for implementation of year one of the County's community-based service integration and community building demonstration initiative is \$1,473,000 in one-time only County General Funds.

Depending on the experiences/lessons learned during the first year of operation, it is proposed that *HST* be expanded to three additional communities, thereby including the remaining geographic SPA Councils into the initiative. Funding outlined in Attachment I is inclusive of the three additional expansion communities.

Any additional County funding required as a result of: (1) assigning County staff to the *Community Action Teams*; (2) reallocating services/resources in support of *HST* priorities/community needs; (3) identifying systemic policy, regulatory, operational/contractual constraints to service integration and community building efforts; or (4) creating opportunities for community building efforts, such as enhancing community members' leadership participation, will be incorporated by departments into their budgets and submitted to your Board as part of the County's regular budget process.

Efforts will be made from the onset, with community consent, to leverage County and non-County resources in support of *HST* activities, such as: DCFS' *Prevention Initiative Demonstration Project*, CPC's *Community Building Institute*, and the proposed *Family Economic Success (FES)* initiative (pending your Board's consideration and approval); as well as across jurisdictions to other partner cities, school districts, and to foundations and the private sector.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

Please refer to the following attachments for details regarding the needs (Attachment B) and strengths (Attachment C) used to inform the selection of *HST* communities; as well as feedback (Attachment D) received from community leaders expressing their desire to participate as an *HST* community.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

HST represents a fundamental cultural shift for the County and its partners. Under *HST*, County and local institutions will serve as resources to communities – and not be the driving force. *HST* requires that community residents/leaders articulate their needs/concerns and become full partners with institutions/community organizations to determine how they may be best addressed– thereby extending the reach of preventive efforts beyond the realm of services. As a result of this initiative, County services and operations, as well as civic participation, will be impacted in very tangible ways:

1. Quality services will be delivered in a more proactive, focused, integrated, and customized way to address the specific needs of communities;
2. Resources will be more effectively allocated/leveraged due to more strategic/intentional collaborations between County departments and local service providers/resources and community residents;
3. Social networks and associations will have an increased ability to serve as effective community resources and problem solving bodies to improve outcomes for children and families; and
4. Resident leaders will have greater opportunities to mobilize community residents to take collective action/responsibility to improve the conditions of their communities and reduce community reliance on government and services as the only viable solutions to their concerns.

Taken in combination, an enhanced service delivery system coupled with innovative community-led solutions will build on community strengths, will increase leveraging of community resources, and improve outcomes for children and families by mitigating many of the stressors that negatively impact the residents of *HST* communities.

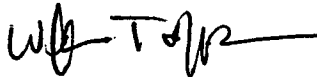
CONCLUSION

While the County cannot eradicate the root causes of child maltreatment, gang violence, homelessness, or other issues, it can work collaboratively with community institutions, other governmental entities, and residents to lessen their impact and prevent residents from coming to the County's attention in crisis. Through an approach that radically departs from the traditional service delivery-driven model, communities become full partners with the County and other institutions to collectively generate innovative solutions that draw on local community strengths and resources. Implementation of *HST* will provide a common framework to build this partnership, a common community table, at which all of the partners share a common interest and assume shared accountability for the solutions they develop together.

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As a result of this partnership, there will be greater civic participation and leadership development – as residents take on greater responsibility for their communities. Through relationship-based community organizing, the isolation of residents, community resources/institutions, and County departments and programs will be reduced. Service delivery and related County operations will be streamlined and the results they achieve will be measured and evaluated. Based on similar models from around the country, savings should be generated over time; as residents are diverted from higher levels of County services and their needs are addressed proactively through less “formal” community-based services/resources *before* they reach crisis proportions.

Respectfully submitted,



WILLIAM T FUJIOKA
Chief Executive Officer

WF:LS:BY
KH:CP:hn

Attachments (9)

c: County Counsel
New Directions Task Force
Interagency Operations Group

ATTACHMENT A

**SAMPLE INVENTORY OF LOCAL, STATE, AND
NATIONAL MODELS OF PROMISING
PRACTICES**

SAMPLE INVENTORY OF LOCAL, STATE, AND NATIONAL PROMISING PRACTICES MODELS¹

ANNIE E. CASEY FOUNDATION

Investment

The Making Connections initiative is a multi-year, multi-site strategy to help children succeed based on the belief that the best way to improve outcomes for vulnerable children living in tough neighborhoods is to strengthen their families' connections to economic opportunity, positive social networks, and effective services and supports. This initiative relies on partnerships between and among residents, community-based organizations, local government and businesses, social service agencies, community foundations, and other funders. The initiative was launched in 1999, and seeks to strengthen communities and families by:

- Linking adults to jobs and financial education to create family economic success;
- Building a skilled workforce to attract industry, developers, and partners;
- Connecting families to strong social groups: neighborhood associations, congregations, civic clubs;
- Mobilizing parents and residents to take responsible leadership actions;
- Locating high-quality services close to home: healthcare, child care, education opportunities, crisis assistance;
- Preparing children to enter school ready to learn and succeed; and
- Leveraging resources from partners at the local, state, and national levels.

Sites

The initiative was established in 10 cities: Denver, Des Moines, Hartford, Indianapolis, Louisville, Milwaukee, Oakland, Providence, San Antonio, and Seattle - White Center.

Capacity Building Programs

- *Leadership in Action* - community, nonprofit, and government agency managers are shown how to jointly focus on results and accelerate improvements for families creating change using facts and statistics.
- *Resident Leadership*-strengthen community-based leadership and develop the local capacity to amplify the role and voice of residents in Making Connections and Civic sites.

Evaluation

The results sought through this initiative are to increase the number of families who:

- Have access to and take advantage of job opportunities that provide family-supporting wages and benefits and offer potential for advancement;
- Have access to opportunities and financial products that help increase their savings and build assets for economic success;

¹ Content for this sample inventory has been adopted from websites, public documents/related publications, or input received relating to the models described.

- Have and can ensure that their young children are healthy and prepared to succeed in school; and
- Have strong social connections to one another and have opportunities to participate actively in the life of their community.

Sample Results

- In Des Moines, Iowa, 25 percent of residents have come together with neighbors to solve problems;
- Almost 20 percent have spoken with local political officials or religious leaders about problems;
- Nearly a quarter have volunteered; and
- More than half of residents attend neighborhood get-togethers.

CALIFORNIA COMMUNITY FOUNDATION

Investment

The El Monte Community Building Initiative (CBI) is a 10-year effort to revitalize the community by engaging residents and developing their leadership, and improving their physical environment and social services.

Funding

Ten million; approximately \$1 million each year in El Monte over the next ten years, in the form of:

- Core operating support grants;
- Low-interest loans and guarantees; and
- Land trust investments.

Program

The CBI is a pilot project that seeks to document and measure the success of the California Community Foundation's multiyear, multimillion dollar investments and partnerships in improving the quality of life in a targeted community. The goal is to dramatically improve deteriorated conditions in a community by increasing access to safe, quality, varied housing options; health care; quality schools and critical social services.

Goals and Approach

The CBI seeks a vibrant and stable environment for low-income residents in El Monte.

Following are the primary objectives:

- Improve the *physical infrastructure* of the community through increased development of varied housing options, community facilities and public amenities;
- Improve *community engagement and problem-solving capacity* through increased resident involvement and local leadership development; and
- Improve *access to and delivery of social services* (e.g., high-quality education, health, human services, and arts and culture) for residents.

Proposed Outcomes

The foundation seeks to achieve the following outcomes:

Improved Quality of Life for Residents

- Increased access to safe, decent affordable housing;
- Increased access to community facilities, public amenities and parks; and
- Increased access to quality education, health, arts and human services.

Increased Social, Public and Private Investment in the Community

- Increased resident participation in local planning and policy advocacy;
- Strong and effective community leadership;
- Strong resident infrastructure to support a proactive community; and
- Increased public and private resources to support community improvement efforts.

Increased Neighborhood Stability

- Increased public safety and security;
- Increased sense of community; and
- The foundation has identified a set of success indicators and will use evaluation tools – such as resident satisfaction surveys and a livability survey – to assess the impact of this initiative. A progress assessment will occur every two years followed by an overall evaluation at the end of the ten-year project period.

CHARLES S. MOTT FOUNDATION

Investment

Pathways Out of Poverty program supports initiatives to engage individuals, particularly those from low-income neighborhoods, in identifying and taking action on mutually held concerns.

Sites

National

Focus Areas

Expanding Economic Opportunity

Goal: To expand opportunity for those in, or at risk of, persistent poverty by promoting policies and programs that increase income security, help people connect to the labor market, and enable them to advance into better-quality, higher-paying jobs.

Objectives: Improve income security for low-income Americans by advancing policies and programs designed to increase income and assets, promote more equitable fiscal policies affecting low-income families, and build public will for a work-based safety net to assist low-income working families.

Building Organized Communities

Goal: Enhance the variety, geographic spread, power, and effectiveness of the community-organizing field in order to strengthen and sustain the involvement of low-income communities in democratic processes of social engagement.

Objectives: To improve the quality of community organizing in low-income communities by increasing resources to institutions, organizations, and technical assistance providers and networks, which serve to produce nurture or expand community-based organizations, or increase awareness of their effectiveness as an anti-poverty strategy nationally.

Improving Community Education

Goal: Ensure that community education serves as a pathway out of poverty for children in low-income communities.

Objectives: Develop effective community-driven reform strategies that increase student achievement across a school district and at the state or regional level.

Learning Beyond the Classroom: Enable the 21st Century Community Learning Centers and other major national, statewide and regional initiatives to promote sustainable, community-driven, and expanded learning opportunities that support both academic achievement and positive youth development, especially for traditionally underserved children and youth.

FIRST 5 SAN FRANCISCO

Investment

Parents Achieving Change Together in Our Neighborhoods (Action) Program.

Budget: \$250,000, provides groups of community members two years of small-grants funding and technical support

Grants aim to develop parent leadership, build community with parent-led efforts, and promote awareness of parent-child interactions and child development. Leadership responsibilities include planning activities through deciding on group goals, researching activity ideas, networking with other parents and/or organizations, and completing the grant requirements.

Grantee groups range in size from six to 30 families, with a total of 71 parent-led community programs. Groups have to be comprised of parents or guardians of children zero to five years of age. Groups could be backed by a family support agency, a co-op pre-school, community-based organization, or even formed independently.

Grantees receive ongoing one-on-one technical assistance from First 5 staff, partners/consultants through a mandatory program that includes content-based workshops on issues such as financial accounting for the grant, report writing, meeting facilitation, and how to advocate with government officials. Workshops also encourage peer-based learning through group sharing of project ideas and challenges. In addition to technical assistance provided in workshops, parent leaders receive one-on-one support from First 5 staff and consultants. Recipients attend ongoing trainings and workshops and are required to submit progress reports.

Sample Projects

Community gardens to introduce children to healthy eating and prevent childhood obesity, field trips for children with special needs to promote child-parent bonding, or music and art enrichment.

FIRST 5 SACRAMENTO

Investment

Community Building Initiative (CBI) strives to support the strengthening of communities through offering small grants, technical assistance, and other learning and networking opportunities. Funding is available for groups of community members to do a variety of activities that: 1) improve the well-being of children zero to five, and 2) focus on building relationships in the community.

Total Funding

Three million allocated as mini-grants (up to \$5,000) and Children's Action grants (up to \$75,000). These grants provide more than \$1.2 million in funds to help build community relationships in Sacramento County.

Future funding will be for mini-grants (up to \$5,000) and for Community Connection and Advocacy grants (up to \$50,000).

Perspective on Residents

Everyday people have creative ideas, know what works best in their community, and *can make a difference*.

LOS ANGELES COUNTY

Investment

The Community Building Institute (CBI) is a concerted effort led by the Los Angeles County Children's Planning Council (CPC) to provide community engagement and organizing skills-building tools, resources, training and networking opportunities to support the community building efforts of the County of Los Angeles, community building organizations, Service Planning Area (SPA)/American Indian Children Council members and staff, parents, residents, and youth.

Total Funding

One million in County funds allocated over a two-year period.

Investment

The CPC and the Chief Executive Office, on behalf of the Board of Supervisors, developed the proposed Family Economic Success (FES) Plan. Developed via a community-County process, the proposed FES Plan provides a collaborative framework for implementing strategies to improve the economic well-being of families residing in the County. It recognizes family strengths, the importance of self determination, and a holistic approach that promotes access to the education, skills training, good jobs, business development capital, and services and supports essential for families to achieve financial success.

Pending your Board's consideration and approval, the proposed Plan includes overarching Strategies addressing three key areas:

- I. Asset Building and Leveraging Strategy: Access to capital, financial education, business development opportunities, and mainstream banking products and services that lead to economic self-sufficiency.
- II. Workforce and Self-employment Development Strategy: Access to good jobs, including self-employment, and to the skills training, education, and supports (childcare, transportation, healthcare, etc.) necessary to get, keep, and advance in those jobs.
- III. Tax Credits and Public Benefits Strategy: Access to a wide range of tax credits and public benefits that better enable families to provide for their food, shelter, health care, and child care needs.

Some of the Strategies were designed to immediately benefit families Countywide; while others, depending on community consent, might be tested in one or more of the County's proposed *Healthier Communities, Stronger Families, and Thriving Children (HST)* communities. The recommendations involve County and city governments, and other governmental entities, private nonprofit organizations, businesses, and foundations working in partnership.

Investment

The Community Building Mini-Grants Program is designed to encourage community-based improvement projects that lead to better lives for children and their families. Administered by the CPC and funded by a \$250,000 grant from the Board of Supervisors, the program will distribute up to \$1,000 each to parent, resident, and youth groups to support projects that specifically focus on child and family well-being. Subjects might include health education, school readiness, workforce preparedness, community safety, neighborhood beautification, and other issues that affect child well-being.

MACARTHUR FOUNDATION

Investment

Community and Economic Development and the *Living Cities: The National Community Development Initiative* is a community development initiative on a national scale which channels funds from financial and philanthropic organizations and agencies of the federal government to support community development efforts in 23 U.S. cities.

Sites

Sixteen Chicago neighborhoods, Atlanta, Baltimore, Boston, Cleveland, Columbus, Dallas, Denver, Detroit, Indianapolis, Kansas City, Los Angeles, Miami, Minneapolis-St. Paul, New York, Newark, Philadelphia, Phoenix, Portland, San Antonio, San Francisco Bay Area, Seattle, and Washington, D.C.

Program

Both investments support efforts to strengthen communities for the benefit of individuals and families and for the positive contribution that such communities make to their cities and regions.

MINNESOTA COMMUNITY FOUNDATION

Investment

The *Minnesota Dream Fund (MDF)* is a collaborative initiative to support efforts to ensure equal opportunity for achievement in education. Efforts supported by the MDF include:

Constituency Building/Organizing

- Mobilize members of affected communities and promote public participation, deliberation, and collaboration in efforts to support and sustain affirmative action programs and/or address systemic barriers in education that particularly impact American Indians, students of color and/or girls/women;
- Create concrete projects involving multi-sectoral collaborations (these could include civil rights groups, unions, parent associations, businesses, universities, advocacy groups; national as well as local groups) that leverage unique yet mutually reinforcing capacities and strengthen and defend affirmative action and race/gender explicit inclusionary practices in education;
- Provide broad public education and outreach to improve understanding of the benefits of affirmative action and racial/gender explicit inclusion in education; and
- Seek to shift public conversation about education to expand public acceptance of affirmative action programs and race/gender explicit inclusion efforts in education.

Sites

Twin Cities, Greater Minnesota, or statewide.

Research

- Create new knowledge about racial/gender attitudes and opinions and what influences them;
- Explore the role of higher education institutions in advancing the public good;
- Explore links between economic productivity and diversity;
- Improve understanding of what works to expand racial and gender inclusion in education and why; and
- Demonstrate the links between racial/gender exclusion and systemic flaws in education and employment that affect the broader public; and also the links between elimination of racial and gender exclusion in education and improvement of education for all children.

PORTLAND, OREGON, OFFICE OF NEIGHBORHOOD INVOLVEMENT (ONI)

Population

538,544

Mission

Enhance the quality of neighborhoods through community participation. ONI provides opportunities for Portland neighbors to interact with their city government and help build safe and livable neighborhoods. The bureau's overall purpose is to facilitate open, inclusive community processes for discussion of important civic decisions among neighbors, neighborhood associations, business, and government.

ONI uses a three-pronged approach:

- Build capacity and support self-determination in under-represented groups;
- Build capacity among neighborhood and coalition partners to outreach and engage all neighbors; and,
- Build the adequate infrastructure within ONI to support, measure, and evaluate these initiatives.

Funding

\$1,025, 000 allocated as follows:

- Cultural Organizing Project \$200,000
- Translation and Childcare \$30,000
- Public Involvement Standards \$75,000
- Neighborhood Coalition Staff \$350,000
- Development and Evaluation \$50,000
- Neighborhood Grants \$200,000
- Neighborhood Communication \$70,000
- Neighborhood Business District Associations \$50,000

Programs

- Crime prevention
- Administration
- Information and referral
- Neighborhood Resource Center
- Neighborhood Livability

SEATTLE, WASHINGTON, DEPARTMENT OF NEIGHBORHOODS

Investment

The Department of Neighborhoods has a key and central role in carrying out the goal of "building stronger communities in strong partnership with Seattle residents."

In 1999, the City Council completed the approval process for 38 Neighborhood Plans created by nearly 20,000 citizens. The Plans identify actions needed to ensure that each neighborhood continues to thrive and improve as Seattle grows over the next 20 years in ways that meet its commitments under the State's Growth Management Act.

Build Strong Families and Healthy Communities

Neighborhood Service Centers

Thirteen centers link City government to Seattle's neighborhoods. Some are payment sites for Seattle City Light, combined utilities, parking tickets, pet licenses, and passports.

Mayor's Customer Service Bureau

Provides easy access and information about Seattle City services; seeks equity in service delivery by resolving complaints and giving a voice to all individuals.

Neighborhood Matching Fund

The Fund awards money to Seattle neighborhood groups and organizations for a broad array of neighborhood-initiated improvement, organizing, or planning projects.

The Neighborhood Matching Fund provides money to Seattle neighborhood groups and organizations for a broad array of neighborhood-initiated improvement, organizing or planning projects. A neighborhood group may be established just to undertake a project--the group does not need to be "incorporated."

Once a project is approved, the community's contribution of volunteer labor, materials, professional services, or cash will be "matched" by cash from the Neighborhood Matching Fund.

There are four different funds within the Neighborhood Matching Fund, each with its own funding parameters and application methods. There are four opportunities:

1. The Large Project Fund: Is for projects which take up to 12 months to complete and need more than \$15,000 and up to \$100,000.
2. The Small and Simple Projects Fund: Is for projects seeking awards of \$15,000 or less and, which can be completed in six months or less.
3. The Tree Fund: Neighborhood groups can apply for 10 to 40 trees for planting along residential planting strips.
4. The Neighborhood Outreach and Development Fund (including *Small Sparks*): Makes awards for projects that involve new people in neighborhood organizations or activities.

Funds are limited so the program is competitive. Applications are considered during specific funding cycles and the highest rated applications are awarded funds.

SOUTH BAY CENTER FOR COUNSELING SPA 8 CAREER PATHWAY PROGRAM

Investment: The South Bay Center for Counseling, in partnership with LA Harbor College, LA Harbor Occupational Center, area workforce and community-based organizations, and industry partners such as Conoco-Phillips, Exxon-Mobil, BP, Valero, United Steelworkers Union, Los Angeles County Supervisor Don Knabe, California Employment Development Department, Casey Family Programs, and the United Way of Greater Los Angeles has created the SPA 8 Career Pathway Program (CPP).

The CPP will work to bring together various industries and resources to create pathways to college and careers, which will lead South Bay residents to self-sufficiency, by connecting them to high-income jobs.

Program

Career Pathways targeted to industry and educational opportunities will be built on a model possessing three key elements:

1. **Community Outreach, Recruitment, Intensive Supportive Services and Assessment**: Through a network of over 30 community and workforce organizations, the CPP will conduct community outreach to familiarize residents with post-secondary education and career opportunities, and provide assessment, case management and intensive support services.

2. Bridge To A Career: The CPP, in conjunction with Harbor College, will create Bridge programs to provide the college preparation, counseling, and support needed to assist South Bay residents to succeed in post secondary training. Bridge programs, will be delivered for 13 college credits on the Harbor campus.
3. Customized Training Leading To High Wage Jobs Or Degree Programs: Following completion of Bridge programs, students will move directly into customized short-term training designed with industry and/or other degree or certificate opportunities. Industry customized training will include all key skills and competencies needed for employment, combined with lab training and internship opportunities.

Program Outcomes

2006 Process Tech Cohort

- 31 out of 40 participants graduated (78 percent retention rate)
- Upon graduation, 27 out of 31 participants, employed (87 percent placement success rate)
- 14 out of 31 participants hired by Conoco-Phillips (45 percent placement/hiring rate)
- Average salary increase from \$20,000 to \$70,000 (350 percent increase)

2007 Process Tech Cohort

- 43 enrolled, 40 participants still active (93 percent retention rate)
- 22 participants placed into internship positions by ConocoPhillips
- 12 maintenance interns
- 10 process technician interns

ATTACHMENT B

**HST COMMUNITIES SELECTION CRITERIA:
SOCIOECONOMIC DATA AND MAPS**

Los Angeles County, Department of Children and Family Services
Number of Referrals and Removals by Originating ZIP Codes, Census Tracts and
City/Community
for ZIP Codes 90001, 90744, 91331, 93534, 93535, and 93536
Data as of May 31, 2007

Note:

Referrals - Are the total number of referral calls received for the month of May 2007 *EXCLUDING* the Evaluated Out Referrals.

Removals - These are the total number of children removed from home.

Data Source: DCFS CWS/CMS Datamart and History Database as of May 31, 2007

Originating ZIP Codes	Census Tract	CITY/COMMUNITY	REFERRALS
90001	239200	Los Angeles -- Central Av-South Park	7
	239500	Los Angeles -- Central Av-South Park	5
	239800	Los Angeles -- Central Av-South Park	14
	532700	Unincorporated -- Florence	16
	532800	Unincorporated -- Florence	13
	532900	Unincorporated -- Florence	8
	533000	Unincorporated -- Florence	22
	534900	Unincorporated -- Florence	7
	535000	Unincorporated -- Florence	12
	535101	Unincorporated -- Graham	20
	535102	Unincorporated -- Graham	3
	535300	Unincorporated -- Graham	18
90001 Total			145
90744	294110	Los Angeles -- Wilmington	6
	294200	Los Angeles -- Wilmington	7
	294300	Los Angeles -- Wilmington	7
	294420	Los Angeles -- Harbor City	1
	294510	Los Angeles -- Wilmington	4
	294520	Los Angeles -- Wilmington	16
	294610	Los Angeles -- Wilmington	22
	294620	Los Angeles -- Wilmington	10
	294700	Los Angeles -- Wilmington	4
	294810	Los Angeles -- Wilmington	5
	294820	Los Angeles -- Wilmington	7
	294830	Los Angeles -- Wilmington	1
90744 Total			90
91331	104105	Los Angeles -- Pacoima	6
	104106	Los Angeles -- Pacoima	13
	104201	Los Angeles -- Pacoima	4
	104202	Los Angeles -- Pacoima	15
	104310	Los Angeles -- Pacoima	4
	104320	Los Angeles -- Pacoima	6
	104401	Los Angeles -- Pacoima	14
	104402	Los Angeles -- Pacoima	4
	104500	Los Angeles -- Pacoima	1
	104610	Los Angeles -- Pacoima	3
	104620	Los Angeles -- Pacoima	3
	104701	Los Angeles -- Pacoima	7
	104702	Los Angeles -- Pacoima	8
	104810	Los Angeles -- Pacoima	2
	104820	Los Angeles -- Pacoima	11
	119000	Los Angeles -- Pacoima	12
	119100	Los Angeles -- Pacoima	6
	119200	Los Angeles -- Pacoima	5
	119400	Los Angeles -- Pacoima	10
	119700	Los Angeles -- Sun Valley	6
	119800	Los Angeles -- Pacoima	4
91331 Total			144

93534	900606	Lancaster -- Lancaster	6
	900701	Lancaster -- Lancaster	20
	900703	Lancaster -- Lancaster	21
	900704	Lancaster -- Lancaster	1
	900705	Lancaster -- Lancaster	12
	900803	Lancaster -- Lancaster	37
	900804	Lancaster -- Lancaster	22
	900805	Lancaster -- Lancaster	16
	900806	Lancaster -- Lancaster	10
93534 Total			145
93535	900101	Unincorporated -- East Antelope Valley	22
	900200	Unincorporated -- East Antelope Valley	1
	900300	Unincorporated -- East Antelope Valley	4
	900501	Lancaster -- Lancaster	31
	900502	Lancaster -- Lancaster	17
	900503	Lancaster -- Lancaster	35
	900504	Lancaster -- Lancaster	28
	900602	Lancaster -- Lancaster	28
	900604	Lancaster -- Lancaster	27
	900605	Lancaster -- Lancaster	50
	900606	Lancaster -- Lancaster	16
	900607	Lancaster -- Lancaster	8
93535 Total			267
93536	900900	Unincorporated -- Quartz Hill	1
	901004	Unincorporated -- Quartz Hill	8
	901005	Lancaster -- Lancaster	12
	901006	Lancaster -- Lancaster	18
	901007	Lancaster -- Lancaster	3
	901101	Unincorporated -- Quartz Hill	29
	901102	Unincorporated -- Quartz Hill	25
	901203	Unincorporated -- West Antelope Valley	7
	901205	Lancaster -- Lancaster	8
	910301	Unincorporated -- Quartz Hill	8
93536 Total			119

TOTAL REFERRALS FOR ALL 6 ZIP CODES

910

Originating ZIP Codes	Census Tract	CITY/COMMUNITY	REMOVALS
90001	239200	Los Angeles -- Central Av-South Park	5
	239800	Los Angeles -- Central Av-South Park	6
	532700	Unincorporated -- Florence	7
	532900	Unincorporated -- Florence	1
	533000	Unincorporated -- Florence	3
	535000	Unincorporated -- Florence	1
	535101	Unincorporated -- Graham	2
	535300	Unincorporated -- Graham	2
90001 Total			27
90744	294300	Los Angeles -- Wilmington	1
	294520	Los Angeles -- Wilmington	3
	294620	Los Angeles -- Wilmington	3
	294810	Los Angeles -- Wilmington	1
90744 Total			8
91331	104106	Los Angeles -- Pacoima	2
	119000	Los Angeles -- Pacoima	5
91331 Total			7
93534	900606	Lancaster -- Lancaster	1
	900701	Lancaster -- Lancaster	5
	900703	Lancaster -- Lancaster	6

	900704	Lancaster -- Lancaster	1
	900705	Lancaster -- Lancaster	1
	900803	Lancaster -- Lancaster	5
	900804	Lancaster -- Lancaster	1
	900806	Lancaster -- Lancaster	1
93534 Total			21
93535	900501	Lancaster -- Lancaster	2
	900502	Lancaster -- Lancaster	3
	900503	Lancaster -- Lancaster	6
	900504	Lancaster -- Lancaster	2
	900602	Lancaster -- Lancaster	3
	900604	Lancaster -- Lancaster	1
	900605	Lancaster -- Lancaster	2
	900606	Lancaster -- Lancaster	3
	900607	Lancaster -- Lancaster	2
93535 Total			24
93536	901004	Unincorporated -- Quartz Hill	3
	901006	Lancaster -- Lancaster	4
	901101	Unincorporated -- Quartz Hill	6
	901102	Unincorporated -- Quartz Hill	1
	901205	Lancaster -- Lancaster	1
	910301	Unincorporated -- Quartz Hill	2
93536 Total			17

TOTAL REMOVALS FOR ALL 6 ZIP CODES

104

Healthier Communities, Stronger Families, and Thriving Children

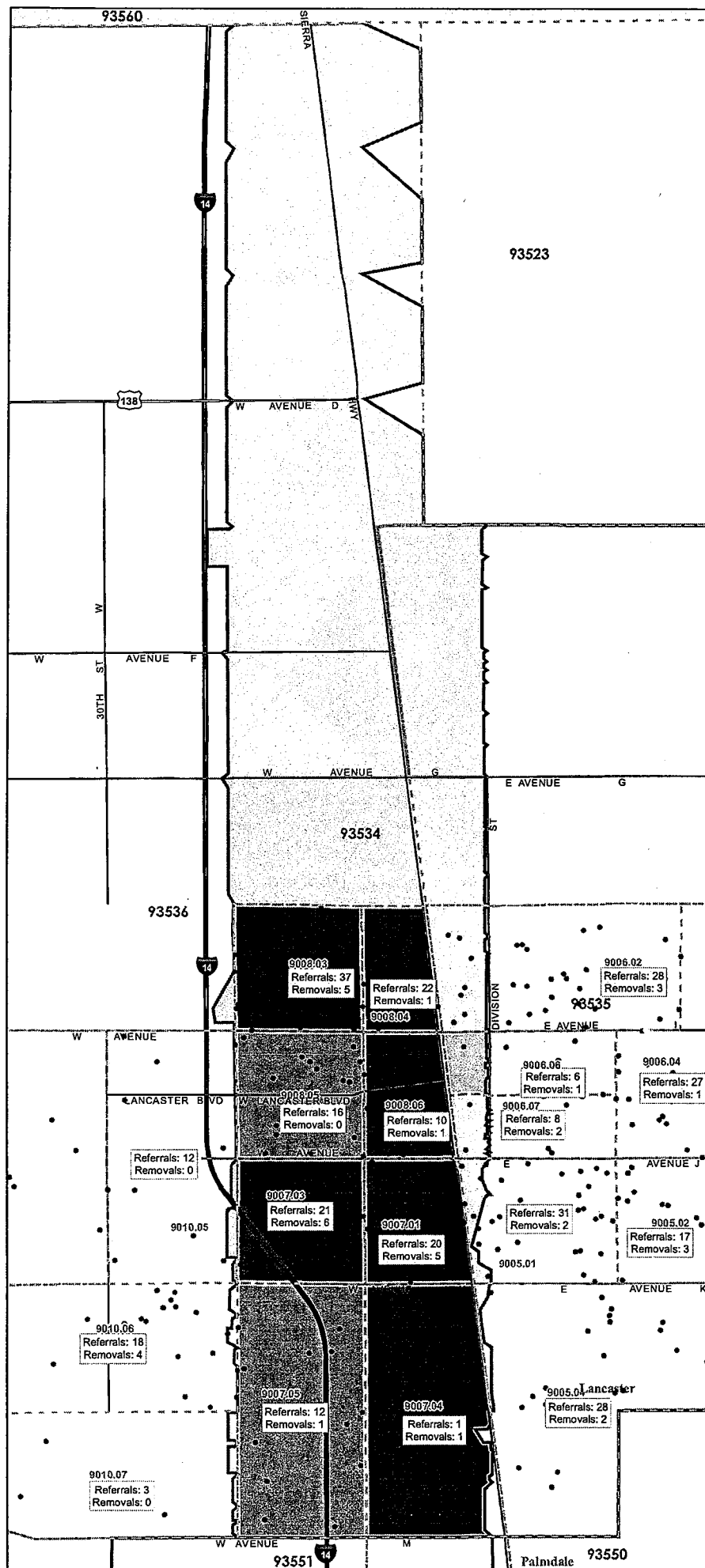
2006 Poverty and Population Estimates

Zip Code	City	Community	100% Poverty - Total	Total Population
90001	Los Angeles	South Park	23	73
	Los Angeles	South Park	6	21
	Los Angeles	South Park	1,749	5,130
	Los Angeles	South Park	1,880	5,410
	Unincorporated	Florence	1,098	3,383
	Unincorporated	Florence	1,580	5,473
	Unincorporated	Florence	2,819	7,780
	Unincorporated	Florence	2,248	8,643
	Unincorporated	Florence	1,486	6,679
	Unincorporated	Florence	2,906	9,481
	Unincorporated	Graham	1,904	7,892
	Unincorporated	Graham	262	942
	Unincorporated	Graham	1,047	4,068
			19,008	64,975
90744	Los Angeles	Wilmington	512	4,458
	Los Angeles	Wilmington	263	2,871
	Los Angeles	Wilmington	622	4,997
	Los Angeles	Wilmington	1,455	7,793
	Los Angeles	Harbor City	111	497
	Los Angeles	Harbor City	67	292
	Los Angeles	Wilmington	1,039	4,881
	Los Angeles	Wilmington	966	4,171
	Los Angeles	Wilmington	759	4,408
	Los Angeles	Wilmington	791	4,336
	Los Angeles	Wilmington	1,107	3,720
	Los Angeles	Wilmington	1,048	4,681
	Los Angeles	Wilmington	1,399	4,172
	Los Angeles	Wilmington	1,100	3,761
	Los Angeles	Wilmington	1,177	3,566
	Los Angeles	Wilmington	2	33
	Carson		0	0
	Long Beach		0	0
	Long Beach		0	0
			12,418	58,637
91331	Los Angeles	Pacoima	1,148	5,566
	Los Angeles	Pacoima	687	4,402
	Los Angeles	Pacoima	465	2,641
	Los Angeles	Pacoima	1,120	6,613
	Los Angeles	Pacoima	188	1,039
	Los Angeles	Pacoima	1,012	6,538
	Los Angeles	Pacoima	428	5,230
	Los Angeles	Pacoima	1,026	5,820
	Los Angeles	Pacoima	1,285	5,587
	Los Angeles	Pacoima	1,041	4,064
	Los Angeles	Pacoima	722	3,915
	Los Angeles	Pacoima	2,047	4,898
	Los Angeles	Pacoima	1,549	7,089
	Los Angeles	Pacoima	754	5,843
	Los Angeles	Pacoima	1,203	6,143
	Los Angeles	Mission Hills	0	0
	Los Angeles	Pacoima	858	6,698
	Los Angeles	Pacoima	931	5,539
	Los Angeles	Pacoima	407	4,183
	Los Angeles	Sepulveda	94	749
	Los Angeles	Sepulveda	242	1,119
	Los Angeles	Pacoima	429	7,423
	Los Angeles	Sun Valley	295	3,553
	Los Angeles	Pacoima	676	6,233
	Los Angeles	Sepulveda	68	517
	Los Angeles	Sun Valley	135	478
	Los Angeles	Sun Valley	0	0
			18,810	111,880

Zip Code	City	Community	100% Poverty - Total	Total Population
93534	Unincorporated	Hi Vista	82	206
	Lancaster		1	5
	Lancaster		1	3
	Lancaster		281	1,181
	Lancaster		45	214
	Lancaster		1,040	5,468
	Lancaster		1,131	5,081
	Lancaster		1,297	3,625
	Lancaster		692	4,342
	Lancaster		1,454	6,947
	Lancaster		1,053	3,811
	Lancaster		560	4,965
	Lancaster		1,284	4,124
	Unincorporated	Del Sur	3	36
	Lancaster		0	0
	Lancaster		3	38
			8,867	40,046
93535	Unincorporated	Lake Los Angeles	1,475	5,652
	Unincorporated	Hi Vista	104	674
	Unincorporated	Hi Vista	315	1,313
	Unincorporated	Hi Vista	352	1,770
	Lancaster		1,590	7,083
	Lancaster		1,552	8,698
	Lancaster		1,279	9,005
	Lancaster		624	4,620
	Lancaster		1,711	4,576
	Lancaster		1,475	9,188
	Lancaster		825	5,657
	Lancaster		728	3,059
	Lancaster		844	3,980
	Lancaster		3	10
	Unincorporated	Pearblossom	2	10
			12,879	65,295
93536	Unincorporated	Del Sur	360	2,596
	Lancaster		183	5,974
	Lancaster		551	6,847
	Lancaster		1,507	8,650
	Lancaster		1,408	11,234
	Lancaster		152	1,760
	Unincorporated	Quartz Hill	426	4,222
	Lancaster		639	4,299
	Unincorporated	Gorman	152	1,041
	Unincorporated	Lake Hughes	1	20
	Unincorporated	Quartz Hill	538	6,424
	Unincorporated	Leona Valley	0	2
	Lancaster		32	561
	Unincorporated	Quartz Hill	87	2,464
	Unincorporated	Castaic - Val Verde	0	0
			6,036	56,094



Zipcode 93534 (Lancaster)
2006 100% Poverty Estimates
 by Zip, City, and 2000 Census Tract
 with DCFS May 2007 Caseload
 by 2000 Census Tract (not in real location)



2006 Total Population of Zipcode 93534:
40,046

DCFS Caseload by Census Tract

- 1 Dot = 1
- REFERRALS
- REMOVALS

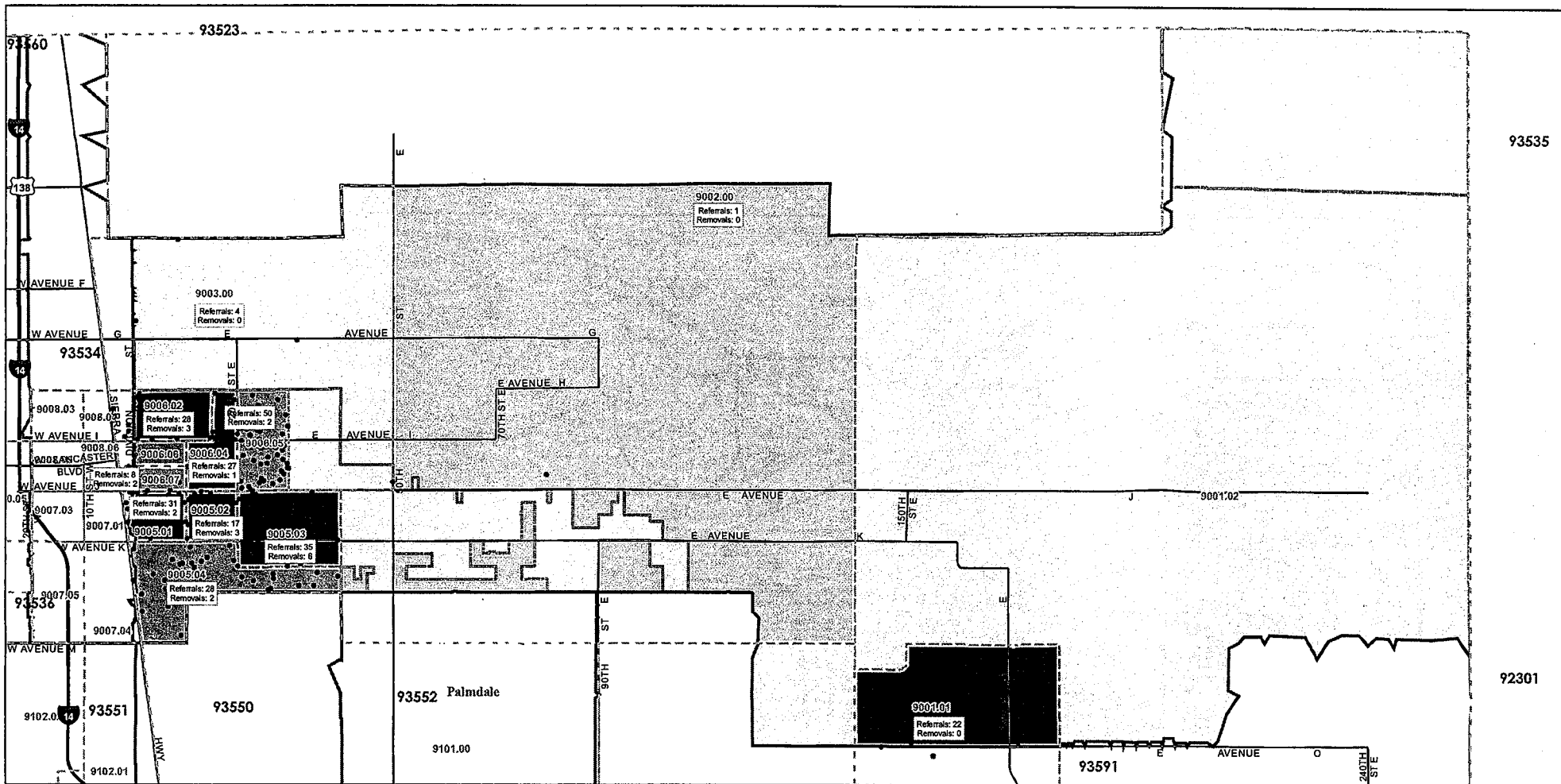
Number of People in 100% Poverty

- 0
- < 250
- 250 - 500
- 500 - 1000
- 1000 - 1454 (max)
- Zipcodes
- 93534
- 2000 Census Tract
- Cities
- Freeway
- Highway
- Major Streets
- Outside L.A. County



1

Miles



Zipcode 93535 (Lancaster/East Antelope Valley)

2006 100% Poverty Estimates
by Zip, City, and 2000 Census Tract
with DCFS May 2007 Caseload
by 2000 Census Tract (not in real location)

2006 Total Population of Zipcode 93535: 65,295

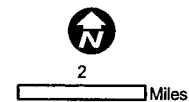
DCFS Caseload by Census Tract

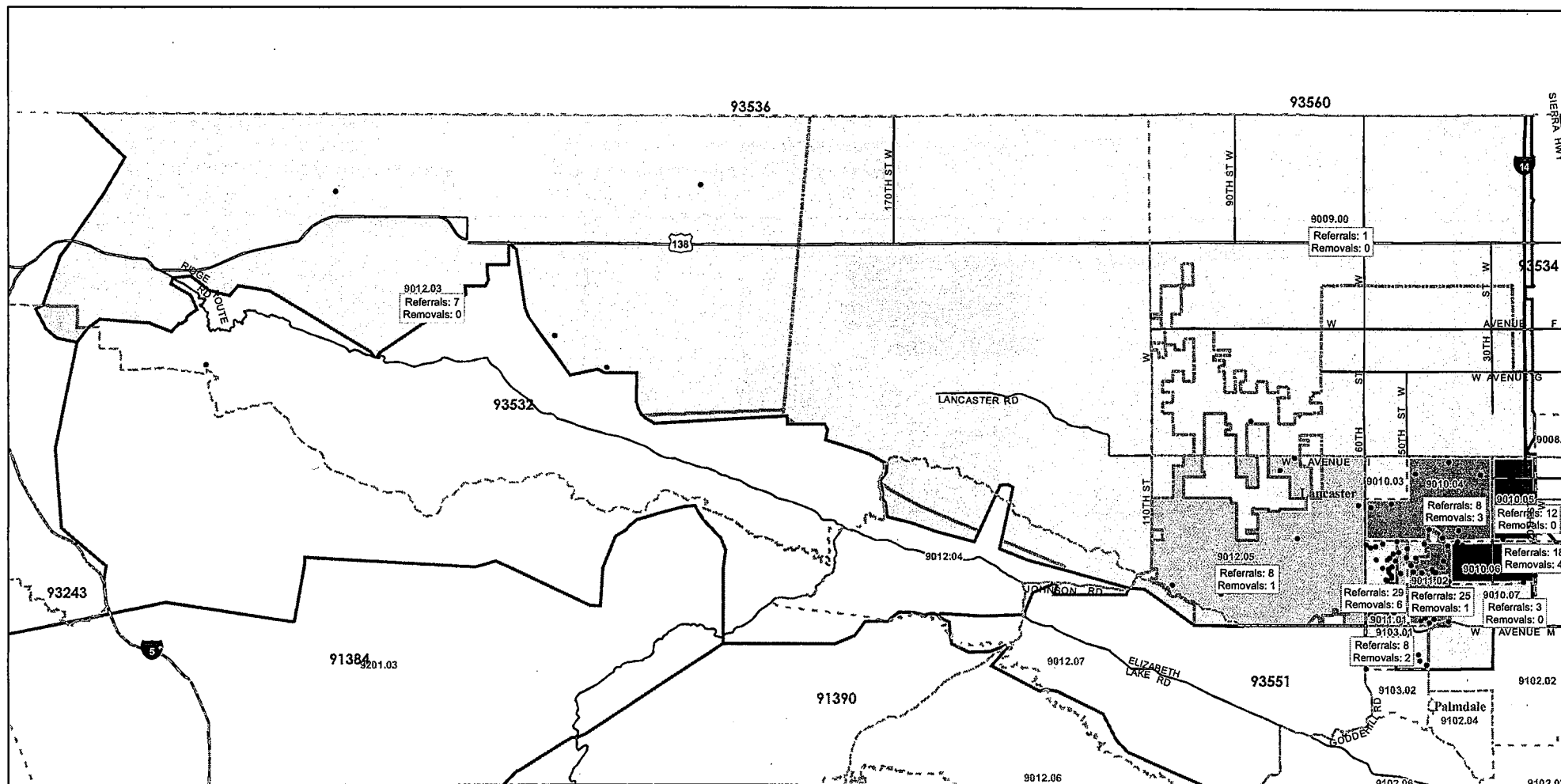
- 1 Dot = 1
- REFERRALS
- REMOVALS

Number of People in 100% Poverty

- 0
- < 250
- 250 - 500
- 500 - 1000
- 1000 - 1711 (max)

- Zipcodes
- 2000 Census Tract
- Cities
- Outside L.A. County





Zipcode 93536 (Lancaster/West Antelope Valley)
 2006 100% Poverty Estimates
 by Zip, City, and 2000 Census Tract
 with DCFS May 2007 Caseload
 by 2000 Census Tract (not in real location)

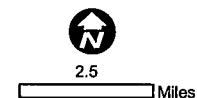
2006 Total Population of Zipcode 93535: 56,094

DCFS Caseload by Census Tract Number of People in 100% Poverty

- 1 Dot = 1
- REFERRALS
- REMOVALS

- 0
- < 250
- 250 - 500
- 500 - 1000
- 1000 - 1507 (max)

- Zipcodes
- 2000 Census Tract
- Cities
- Outside L.A. County



ATTACHMENT C

HST COMMUNITIES SELECTION CRITERIA:
EXAMPLES OF COMMUNITY RESOURCES
AND LEVERAGING OPPORTUNITIES

Healthier Communities, Stronger Families, and Thriving Children (HST) **Examples of Community Leadership and Resources within HST Communities**

COMMUNITY	SERVICE PLANNING AREA (SPA) ¹ GROUPS	SPA PARTNERSHIPS	SPA COUNCIL MEMBERS	SPA COLLABORATIVES / INITIATIVES	OTHER PARTNERS AND THEIR NETWORKS
FLORENCE-FIRESTONE² <ul style="list-style-type: none"> ZIP CODE: 90001 SPAs: 6 & 7 SD#: 1 & 2 				SPA 6 Larry Littleton, Florence-Firestone Community Center	First 5 LA –related: <ul style="list-style-type: none"> School Readiness Partnership for Families Healthy Births Los Angeles Universal Pre-school³
LANCASTER <ul style="list-style-type: none"> ZIP CODES: 93535 – 93536 SPA: 1 SD#: 5 	Village Pointe Apartment Parent Group Village Pointe Youth Group Antelope Valley High School Teen Builders Youth Group Lancaster Head Start has 5 PAG(Parent Action Groups) Good Health Group School Readiness Group	1. Yes 2 Kids Child Abuse Prevention 2. Child Care Resource Center 3. Children Bureau 4. Family Dynamics 5. Lancaster Head Start 6. Palmdale Head Start 7. Tarzana Treatment Center 8. Prevailing Word Christian Center 9. Antelope Valley High School Teen Builders	1. Bob Broyles, Yes 2 Kids 2. Lea Butterfield, AV Hospital 3. Margie Guzman, El Nido Family Centers 4. Carol Shauger, Valley Child Guidance Center 5. Jay Duke, Boys & Girls Club 6. Terri Hess, Child Care Resource Center 7. Gary Lippman, Probation 8. Dept Reps 9. Dave Cantu,Juvie	Birth Fair planned with the Antelope Valley Healthy Families Network Teen Healthy Birth Fairs Touch Time(Baby Massage) Yes 2 Kids Child Abuse Prevention Essay Contest No Bulling in Schools BACA (Bikers Against Child Abuse) Battle of the Bands (Youth Driven) School Readiness Literacy Fair School Readiness School Success Partnerships for families (PFF) Antelope Valley High School Teen Builders (Youth Driven)	First 5 LA –related: <ul style="list-style-type: none"> School Readiness Partnership for Families Healthy Births Los Angeles Universal Pre-school Healthy Homes Touch Time Yes 2 Kids
LANCASTER <ul style="list-style-type: none"> ZIP CODES: 93535 – 93537 SPA: 1 SD#: 5 	Village Pointe Apartment Parent Group Village Pointe Youth Group	10. Yes 2 Kids Child Abuse Prevention 11. Child Care Resource Center 12. Children Bureau 13. Family Dynamics 14. Lancaster Head Start 15. Palmdale Head Start 16. Tarzana Treatment Center	10. Lisa Alfonso, Penny Lane Centers 11. De Vida Bell, Department of Mental Health 12. Lea Butterfield, AV Hospital 13. Margie Guzman, El Nido Family Centers 14. Laneay London, Murrell's Community	Birth Fair planned with the Antelope Valley Healthy Families Network	First 5 LA –related: <ul style="list-style-type: none"> School Readiness Partnership for Families Healthy Births Los Angeles Universal Pre-school

¹ All SPA-related information relates to community organizing groups, formal/informal partnerships, SPA/AIC Council members representing organizations, SPA collaborations/ initiatives within targeted HST communities. NOTE: SPA/AIC Councils support additional work that does not appear here as they fall outside of the HST targeted communities.

² Please refer to attached documents for a more complete list of Florence-Firestone Community Enhancement Team members and Institutional Leaders.

³ Represents LAUP targeted communities or initiatives already underway.

COMMUNITY	SERVICE PLANNING AREA (SPA) ¹ GROUPS	SPA PARTNERSHIPS	SPA COUNCIL MEMBERS	SPA COLLABORATIVES / INITIATIVES	OTHER PARTNERS AND THEIR NETWORKS
		17. Prevailing Word Christian Center	Service 15. Pharaoh Mitchell, Murrell's Community Service 16. Carol Shauger, Valley Child Guidance Center		
PACOIMA ▪ ZIP CODE: 91331 ▪ SPA 2 ▪ SD#3		Pacoima Charter Initiative: "The Village" - group of parents mobilized around public safety related issues in their neighborhood.	Deborah Davies, Friends of the Family	1. Family Support Network (Funded by DCFS) <u>Partners</u> <ul style="list-style-type: none"> ▪ Friends of the Family ▪ Los Angeles Mission College ▪ Work Source Development ▪ Schools 2. Family Development Network (Funded by LA City Community Development Department) <u>Partners</u> <ul style="list-style-type: none"> ▪ Mission College ▪ Work Source Development ▪ Schools ▪ Foothill Division – LAPD ▪ Heroes of Life – Youth Program ▪ <i>Promotora</i> network 3. Pacoima Charter Initiative (Currently supported by leveraging resources) <u>Partners</u> <ul style="list-style-type: none"> ▪ The Village Parent Action Group ▪ Urban Education Partnership ▪ Friends of the Family ▪ CPC SPA 2 Council ▪ Juvenile Justice Task Force ▪ LA County Probation ▪ Pacoima Charter Elementary ▪ Maclay Middle School ▪ San Fernando High ▪ City Human Relations Commission ▪ County Commission on Human Relations ▪ Youth Speak ▪ Project Grad ▪ Valley Economic Development ▪ Pacoima Skills Center ▪ LA Mission College – FDN ▪ Los Angeles City Police Department (LAPD) Foothill Division ▪ Gang Unit from Probation and LAPD ▪ Supervisor Yaroslavy's Office ▪ Mayor's Office ▪ Youth Policy Institute ▪ LAUSD Crisis Response Team – H.E.A.R.T. Program 	First 5 LA –related: <ul style="list-style-type: none"> ▪ School Readiness ▪ Partnership for Families ▪ Healthy Births LAUSD Healthy Starts: <ul style="list-style-type: none"> ▪ Broadous Elementary ▪ Coughlin Elementary ▪ Haddon Elementary ▪ Maclay High School

COMMUNITY	SERVICE PLANNING AREA (SPA) ¹ GROUPS	SPA PARTNERSHIPS	SPA COUNCIL MEMBERS	SPA COLLABORATIVES / INITIATIVES	OTHER PARTNERS AND THEIR NETWORKS
				<ul style="list-style-type: none"> ▪ San Fernando Valley Faith Coalition ▪ Pacoima Beautiful <p>4. Joint Juvenile Justice Task Force A joint pilot project of city/County partnership with community in San Fernando Valley preventing entry into, and recidivism of youth in, the juvenile justice system. This task force has two focus areas – Grant High School cluster in Van Nuys and Pacoima Charter Initiative in Pacoima.</p> <p>5. Family Care Healthy Kids Healthy Start (Funded partially by LAUSD)</p> <p>6. Broadous Healthy Start (Funded partially by LAUSD)</p> <p>7. 2 Ready For School Collaboratives (Funded First 5 LA)</p> <p>8. Community Action Groups</p> <ul style="list-style-type: none"> ▪ The Village ▪ Broadous Cadre ▪ Parent Pioneers ▪ Al-Anon (Active group formed by community action group) <p>9. Prudential Neighborhood Partnership (Funded by Prudential and Los Angeles Urban Funders)</p> <ul style="list-style-type: none"> ▪ This collaborative partnership's focus is high school graduation and urban development. <p>10. Three Head Start Programs</p> <ul style="list-style-type: none"> ▪ UCLA Early Head Start ▪ Child Care Resource Center Head Start ▪ Volunteers of America LA Head Start <p>11. Child Care Resource Center</p> <ul style="list-style-type: none"> ▪ For child care referrals <p>12. Drug Treatment</p> <ul style="list-style-type: none"> ▪ Phoenix House – for youth ▪ San Fernando Valley Partnership ▪ Hathaway Children's Services <p>13. Health Centers – Funded by DHS/DPH</p> <ul style="list-style-type: none"> ▪ Olive View Medical Center ▪ Northeast Valley Health Corporation ▪ Pacoima Health Center ▪ El Proyecto De Barrio <p>14. Mental Health Centers (Funded by DMH)</p> <ul style="list-style-type: none"> ▪ Hillview Mental Health - DMH ▪ Hathaway Children's Services - DMH ▪ Friends of the Family - DCFS ▪ El Nido Family Services ▪ Boys & Girls Club of San Fernando Valley <p>15. Domestic Violence Shelter – Haven Hills</p> <p>16. Area Parks – City and County</p>	

COMMUNITY	SERVICE PLANNING AREA (SPA) ¹ GROUPS	SPA PARTNERSHIPS	SPA COUNCIL MEMBERS	SPA COLLABORATIVES / INITIATIVES	OTHER PARTNERS AND THEIR NETWORKS
				<ul style="list-style-type: none"> David Gonzalez Park – City Hubert Humphree's Park – City El Cariso Park – County 17. Economic and Workforce Development <ul style="list-style-type: none"> Valley Economic Development Pacoima Skills Center Work Force Mission College 	
WILMINGTON <ul style="list-style-type: none"> ZIP CODE: 90744 SPA: 8 SD#: 4 	<p>Parents in Action (Fries Elementary) Group formed from the SPA 8 School Readiness Center.</p> <p>Parents Motivating their Children (Fries Elementary) This group is an intergenerational group of parents, grandparents, and children all coming together to make their neighborhood a better place to be.</p>	<ol style="list-style-type: none"> Success by 6 Program: The leadership council is a partnership of agencies, schools, government entities and corporations which meet monthly to network, share information and plan collaborative early learning strategies for Wilmington families. Pathways Out of Poverty: A partnership between the United Way of Greater Los Angeles and the South Bay Center for Counseling (SBCC). Casey Family Programs: A partnership between the foundation and the South Bay Center for 		<p>SPA 8 Family Support Collaborative</p> <p><u>Partners</u></p> <ul style="list-style-type: none"> 1,736 Family Crisis Center BCHD Children's Program Boys & Girls Club/Carson, San Pedro, Wilmington BP Refining Company Broad Spectrum Casey Family Programs Children's Home Society Cities of Carson, El Segundo, Hermosa, Long Beach, Inglewood, Manhattan Beach, Redondo Beach, and Torrance City of Carson Job Clearinghouse City of Carson, Parks and Recreation Department City of Inglewood, Parks, Recreation and Community Services Department City of Long Beach Youth Opportunity Center City of Long Beach, Health & Human Services Department Center for Families and Youth City of Los Angeles Housing Authority City of Redondo Beach Cities City of Redondo Beach, South Bay Youth Project Connections for Children Conoco Phillips Company Crystal Stairs Department of Children and Family Services (Torrance and Lakewood Office) El Camino Community College Exxonmobil Refining Fries Elementary School Readiness Center Gruber & Periera Associates Harbor Interfaith Shelter Inglewood Coalition for Drug & Violence Prevention Inglewood Senior Center Jewish Family Services Joint Efforts Lawndale School District Lennox School Readiness Center Long Beach YMCA Los Angeles Harbor College National Council for Alcohol and Drug Dependence/South Bay 	<p>First 5 LA –related:</p> <ul style="list-style-type: none"> School Readiness Healthy Births Los Angeles Universal Pre-school <p>LAUSD Healthy Starts:</p> <ul style="list-style-type: none"> Wilmington Middle School Hawaiian Elementary Banning High School

COMMUNITY	SERVICE PLANNING AREA (SPA) ¹ GROUPS	SPA PARTNERSHIPS	SPA COUNCIL MEMBERS	SPA COLLABORATIVES / INITIATIVES	OTHER PARTNERS AND THEIR NETWORKS
		Counseling, to collaborate with community residents on implementation of strategies for child abuse prevention and reduction of out of home placement.		<ul style="list-style-type: none">▪ One-Stop▪ Pacific Asian Counseling Services▪ Parks and Recreation Department▪ Project Touch▪ Richstone Family Center▪ Rose City Research Consultants▪ San Pedro Boys and Girls Club▪ San Pedro Legal Services▪ Shell Refining Co▪ Southern California Indian Center▪ SPA 8 Faith-Based Collaboration▪ SPA 8 Neighborhood Action Councils▪ Success by Six, Wilmington▪ Torrance YMCA of Greater Long Beach▪ United Steel Workers, Local 675▪ United Way of Los Angeles▪ Valero Refining▪ Wilmington Boys and Girls Club▪ YMCA/Gardena, Carson, San Pedro	

Florence Firestone Community Leaders and Resources

COMMUNITY LEADERS	
ORGANIZATION	MEMBERS
59th Street Block Club (SD 2)	Jo and Mary Cortese
88 th Place Street Block Watch (SD 2)	Rick Aldridge
92 & Elm Block Watch (SD 2)	Jose & Maria Casas
92 nd & Pace Block Watch (SD2)	Paula Trejo
Antwerp Block Club (SD 2)	Alice Williams
Bethune Park (SD 2)	Charles Baker
Church of the Living Gospel (SD2)	Bishop D L Jones Linda Foster Derek Osborne
Drew Middle School (SD 2)	Principal Barbara Chainawa Ernesto Rivera Juany Contreras Kristin Summers
Edison Middle School (SD 1& 2)	Principal Coleen Kaiwi AP Carlos Gonzalez Norma Ayon Gloria Garnica Irma Chacon
Florence Elementary (SD1)	Principal Frances Gutierrez
Florence-Firestone Neighborhood Association (SD1)	Roger Hirst Leticia Valdez
Graham Elementary School (SD 1)	Principal Mary Harris AP Veronica Herrarte Marlene Smith Maria Diaz
Great Hope Fellowship Church (SD2)	Reverend Chris Le Grande Delores Cutledge
Lillian Elementary School (SD1)	Principal Susan Ahern Assistant Principal Lisa Trujillo Maria Ortiz Guadalupe Ortiz
Parmelee Elementary School (SD 2)	Principal Barbara Kamon Assistant Principal Cris Christoff Assistant Principal Martha Contreras
Presentation of Mary Catholic Church (SD1 & SD2)	Fr. Antonio Benigno Maria de Jesus Maria Hernandez
Roosevelt Park (SD 1)	Sophia Gavia
Russell Elementary School (SD 2)	Principal Al Vega Assistant Principal Schrader- Public Safety Marissa Borden Nola Borden
St. Aloysius Catholic Church (SD1)	Fr. Roberto Perrone Vanessa Aleman
St. Lawrence Catholic Church (SD1 & 2)	Fr. Jesus Vela Jose Luis Hernandez Lisa Hernandez Rosa Meza
St. Malachy Catholic School Church (SD2)	Principal Daniel Garcia Susy Munoz- Parent Board Martha Cervantes
St. Malachy Church SD 2	Fr. Benito Armenta Sr. Laura Virginia Susy Munoz
Ted Watkins Park (SD 2)	Don Johnson
Washington Park (SD 2)	Dino and Stephanie Smiley

FLORENCE-FIRESTONE COMMUNITY ENHANCEMENT TEAM (FFCET)	
FFCET CORE TEAM	
Members County departments/organizations include: <ul style="list-style-type: none"> ▪ First Supervisorial District ▪ Second Supervisorial District ▪ Community Development Commission (CDC) ▪ Chief Executive Office ▪ Department of Public Works (DPW) 	
CODE ENFORCEMENT SIGNIFICANT FOCUS AREA (SFA) (PUBLIC WORKS-LEAD)	
Member County departments/agencies include: <ul style="list-style-type: none"> ▪ Animal Care and Control ▪ County Counsel ▪ District Attorney (DA) ▪ DPW ▪ Fire ▪ Public Health ▪ Regional Planning (DRP) ▪ Sheriff's Department (Sheriff) ▪ Treasurer and Tax Collector 	
ECONOMIC DEVELOPMENT (SFA) (DCSS - LEAD)	
Member County departments/agencies include: <ul style="list-style-type: none"> ▪ CDC ▪ DCSS ▪ DPW 	
Health and Human Services SFA (LEAD – TBD)	
Member County departments/agencies include: <ul style="list-style-type: none"> ▪ New Direction Task Force departments ▪ Other HST Initiative-related departments 	
PUBLIC SAFETY SFA (SHERIFF – LEAD)	
Member County departments/agencies include: <ul style="list-style-type: none"> ▪ CDC ▪ DA ▪ DPW ▪ Human Relations Commission ▪ Library ▪ Office of Public Safety ▪ Parks and Recreation ▪ Probation ▪ Sheriff 	
TRAFFIC SAFETY AND MOBILITY (PUBLIC WORKS – LEAD)	
Member County departments and others outside organizations include: <ul style="list-style-type: none"> ▪ California Highway Patrol ▪ County Counsel ▪ DA ▪ DPW ▪ Sheriff 	

ATTACHMENT D

**HST COMMUNITY MEETINGS OVERVIEW
DOCUMENT AND FEEDBACK RECIEVED**

Healthier Communities, Stronger Families, and Thriving Children (HST)

An Overview

HST is...

- It's about the community
- Community-driven
- A new way for County to "conduct business"
- Servant-leadership
- A partnership between community resources, school districts, cities, foundations, service providers and the County to empower communities and address County limitations
- Strength-based: emphasizes community assets and resources – not just needs/problems
- Proactive, prevention-focused, and results oriented
- Supports community-led efforts
- A commitment to develop shared solutions/accountability for addressing community-identified concerns
- Committed to measuring results/successes and learning from mistakes
- Improves coordination/integration of quality services tailored to community needs
- Key strategy: relationship-based community organizing and community-building
- Establishes long-term relationships that are sustainable and action oriented
- Builds community skills to plan, lead, and evaluate actions
- Strengthen community leadership and decision-making power
- Helps community to better understand how government and other institutions/ systems work
- Making connections across issues (looking beyond issues at hand to determine how they relate/impact other issues)

HST is not...

- County taking control/providing all of the "answers"
- Just about services – it's not service driven
- A program or a service delivery system
- A new, competing structure (HST will build on/join existing networks/collaborations)
- About working alone – we need to leverage each other's strengths to produce positive outcomes for communities
- Focused on a single issue
- Just about planning/conducting studies
- About partnering only with large institutions/providers – community networks/associations/clubs/residents need to be mobilized to join this effort

HST...

- Establishes a common structure (*Community Action Team*) that:
 - Connects community resources/collaborations to one another
 - Enhances community assets/resources
 - Develops shared strategies to address community concerns
 - Improves/integrates services and blends funding
 - Identifies barriers to implementation of shared solutions
 - Evaluates the impact of actions taken
- Provides funding/resources to support shared community action planning and implementation
- Assigns a team of County staff with direct authority over their departments' services/resources in your community
- Invests in community leadership development opportunities, and relationship-based community development, consistent with shared priorities/actions
- "Leverages" resources across "jurisdictions," businesses, foundations, etc.

Pacoima HST Community Meeting
Discussion Notes
July 31, 2007

HST's added value to Pacoima:

- HST will help to focus/concentrate resources around a common cause/common table;
- Glad that government has heard us and is willing to partner with community;
- County's focus on strengths/assets instead of looking at problems is very positive;
- Happy to hear that HST is about action; community is tired of being studied/planned;
- The five year HST commitment will help us build solid foundations and long-term/relationships – will help sustain progress made on actions taken;
- HST can help reduce the social isolation of families and residents; as well as reduce the isolation of services/programs/government;
- HST promises to encourage mutual support of resources, resident networks, parents/youth;
- Community wants to be respected; community needs to identify issues and be part of solutions developed if they are to have long-term effect (take root);
- HST will help residents better understand/educate/navigate government and other systems – HST can help communities identify ways to become [civically] involved;
- County departments can serve as resources/ be our allies;
- HST can help bring in additional resources to support community efforts from foundations, businesses, etc.; and,
- HST could build on such efforts as "Project Youth Green" and similar type of community organizing efforts to address lack of green space in Pacoima.

Key issues:

- Public Safety: Concerned parents and school officials: fear of gangs, police and some youth. Gangs will remain as long as social isolation persists;
- Law enforcement issues
- Services: we don't need more services; rather better coordinated services that respond to community needs;
- Employment/jobs: Pacoima Beautiful is organizing CBOs/residents/government around land use planning and economic development issues. HST can build on these types of efforts;
- Health issues: can be addressed by use of a Promotora network;
- Job/small business opportunities for undocumented community residents;
- Formation of walking groups/parent centers/joint-use facilities;
- Formation of parent groups that support other parents (peer leadership);
- Support for single parents/children, such as day care;
- Elected officials/representatives need to commit to work together/share each other's resources if we are to improve communities; and,
- If HST is approved, need to engage/organize parents to become part of the HST table.

Lancaster HST Community Meeting
August 15, 2007

Areas of interest/questions/concerns:

1. Work with youth -- more programs for youth; "transfer" services and lessons learned to Lancaster.
2. Make programs better for clients/youth when they come to this area.
3. Will this only focus on Lancaster? What about Palmdale?
4. How will the Girl Scouts work with this program?
5. How can programs (like bullying-prevention) be used with this program model?
6. How can Palmdale benefit from this program?
7. Will faith-based organizations be able to apply for some funding?
8. Need to provide more services for middle age group (6-10 yrs)
9. How can we all get together and collaborate on programs to benefit community?
10. It takes village -- how can we connect successful families with at-risk families?
11. Teach teen pregnancy prevention by education regarding issues relating to sexual activity, etc.
12. School-based resources for families, parenting and life stressors.
13. Pregnancy prevention before coming to a drug dependency program.
14. After-school programs that teach pregnancy prevention and how to deal with sexually explicit media (TV, music, etc.)
15. How do we communicate and stay consistent through the length of the program?
16. Don't start [HST] and [later] leave [Lancaster in a lurch].
17. Have programs on 211 that are rich in information.
18. Address issue of infant mortality.
19. Teach self-esteem from the beginning to children and instill values as a person with high/strong self-esteem is less like to harm themselves or others.
20. Don't wait until kids are teens to teach them about sexual education.
21. Have members of "life" experience talk to elementary students.
22. Address lack of good male role models.
23. SPA 1 Council to be vehicle to run/coordinate HST in Lancaster. It already serves as a key conduit for resources/activities already in place.
24. We must deal with drug -- alcohol problem while paralleling other education.
25. Red Book as a resource of information. Ensure timely update and distribute widely
26. Involve City of Lancaster and other institutions, such as school district.

August 20, 2007

Ms. Lari Sheehan
Chief Executive Office
County of Los Angeles
Service Integration Branch
222 South Hill Street, 5th Flr.
Los Angeles, CA 90012

RE: HST (Healthier Communities, Stronger Families, And Thriving Children)

Dear Ms. Sheehan:

My name is Stephanie Smiley; I am a member of the Florence-Firestone Coalition of Community Leaders. We are Florence-Firestone residents and leaders representing the participating schools, parks, churches and neighborhood watch groups in the area. We have represented the community and its residents over the last 3 ½ years in working with county officials and departments to improve the quality of life in the Florence-Firestone area.

This coalition of leaders has authorized me to contact you regarding HST (Healthier Communities, Stronger Families, and And Thriving Children). On behalf of the leaders, I would like to thank you and your staff for attending our community meeting on 8/8/07 and presenting HST to our leaders.

As you know, economics and single parent households are some of the barriers our community faces in developing healthy successful families and children. But, at the same time we are rich with youth, cultural values and endurance which are all assets to producing healthy successful families and children.

After the meeting our leaders felt that working with you we can make a positive impact in creating and supporting healthy families in the Florence-Firestone area. Therefore, we accept the invitation to join with HST in this effort to enrich our community, families and children.

Please know that we recognize this will be a collaborative effort and hope you will always acknowledge this as well.

Our leaders are looking forward to working and partnering with you to create and support healthy families today and in the future.

Sincerely,

A handwritten signature in cursive script that reads "Stephanie Smiley L.F.".

Stephanie Smiley
Florence-Firestone Coalition of Community Leaders

/lf

cc: C. Pineda
K. House
R. Martinez



Los Angeles County
Children's Planning Council
Improving Children's Lives



September 5, 2007

Kathy House, Acting Branch Manager
Los Angeles County Chief Executive Office
Service Integration Branch
222 S. Hill St., 5th Fl.
LA, CA 90012

Dear Ms. House:

On behalf of the SPA 1 – Children's Planning Council, we would like to thank your staff for introducing the County's service integration and community building prevention model referred to as "Healthier Communities, Stronger Families, and Thriving Children" or HST. Lancaster is very fortunate to have the opportunity to help the families in our community. We would especially like to thank Carlos Pineda, of your staff, and Harvey Kawasaki, Department of Children and Family Services, for allowing our community to explore some of our assets and resources not just needs and problems. We look forward to establishing long-term relationships that are sustainable and action oriented.

SPA 1 – Children's Planning Council has been a vehicle to connect community resources and collaborations to one another here in the Antelope Valley. We welcome the opportunity to lead and participate in HST as one of the four "innovation communities." SPA 1 is committed to and supports community partnerships that strengthen and empower community building. We look forward to working directly with Norm Hickling, Deputy from Supervisor Antonovich's office, who will only add to our already established collaboration with Dr. John Whitaker of the Children's Bureau, Yes2Kids – Child Abuse Prevention Council and several other organizations.

Thank you again for having your staff take time out of their busy schedule to share this opportunity with our community. We fully recognize that we would not receive such positive feedback from the HST community meeting/forum without the excellent presentations and stimulating discussions provided by Carlos Pineda and Harvey Kawasaki, two talented individuals.

Sincerely,

Tomi L. Perkins
Coordinator, SPA 1
Los Angeles County Children's Planning Council
43748 E. Challenger Way # F, Lancaster, CA 93535
Phone:(661) 951-0299
Fax:(661) 951-0305
E-mail: tperky63@sbeglobal.net

ATTACHMENT E

**HST COMMUNITY ACTION TEAMS:
ADMINISTRATIVE STRUCTURE**

HEALTHIER COMMUNITIES, STRONGER FAMILIES, AND THRIVING CHILDREN (HST)
An *interdepartmental* County partnership with existing community collaboratives, leaders, and resources
Outline of Community Action Teams, County Roles, and Resources

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BOARD OF SUPERVISORS

Chief Executive Office (CEO)

HST staff to provide centralized leadership, coordination, and support to Community Action Teams

1. Serves as a "communication hub" for Community Action Teams, NDTF, and IOG;
2. Coordinates/expedites Countywide service integration efforts, "barrier busting," and policy related activities for the IOG and NDTF;
3. Provides periodic reports to the Board of Supervisors regarding the status of implementation efforts; and,
4. Ensures resident involvement in County discussions and decision-making processes.

New Directions Task Force (NDTF)

Serves as the Board of Supervisor's Health and Human Services Cabinet

1. Provides *interdepartmental* leadership/policy direction, regarding service integration, leveraged funding, and maximized resources/activities that supports implementation of Community Action Plans; and,
2. Makes recommendations to the BOS regarding resolution of systemic policy, regulatory, operational, and contractual constraints to Plan implementation.

Interagency Operations Group (IOG)

*On behalf of NDTF, serves as the County's senior **interdepartmental operational oversight body** for the Community Action Teams*

1. Resolves County systemic operational barriers referred by the Community Action Teams; and,
2. Recommends to NDTF options for integrating services, leveraging funding, maximizing resources/opportunities & removing systemic barriers requiring NDTF/BOS action

Lancaster
SPA 1 (SD#5)

Support efforts related to:

- Community organizing/communitybuilding
- Community Action Plan implementation
- Community involvement (e.g, day care, etc.)

Pacoima
SPA 2 (SD#3)

Support efforts related to:

- Community organizing/communitybuilding
- Community Action Plan Implementation
- Community involvement (e.g, day care, etc.)

Florence-Firestone
SPAs 6 & 7 (SDs# 1&2)

Support efforts related to:

- Community organizing/communitybuilding
- Community Action Plan Implementation
- Community involvement (e.g, day care, etc.)

Wilmington
SPA 8 (SD# 4)

Support efforts related to:

- Community organizing/communitybuilding
- Community Action Plan Implementation
- Community involvement (e.g, day care, etc.)

HST Community Action Teams Membership:

1. **Builds on existing community efforts/leaders:** Grassroots organizations, resident/parent/youth/volunteer networks, SPA/AIC Councils, County Board offices, cities, schools (esp. Healthy Starts), faith/civic/community-based organizations, First 5 LA, Casey Family Programs, other philanthropic efforts, businesses/private sector, institutions of higher learning, etc.
2. **A team of County dept./agency representatives with direct authority** over services/dept. resources in the demonstration community (e.g., DCFS Regional Administrator, DMH District Chief, DPSS District Director, Probation Director, and equivalent CSSD, DCSS, DHS and DPH representatives, etc.). Unincorporated areas will include County representation beyond the health and human service departments (e.g., CDC, LACOE, Public Libraries, Parks and Recreation, DPW, Sheriff's Dept., etc.). Other operational County departments, such as the Auditor-Controller, County Counsel, CIO, DHR, etc. will also be involved.
3. **Core County Teams will serve as a direct conduit** between community and the County's service system to expedite/coordinate service delivery to clients coming to the attention of the Community Action Team.

Community Action Teams will:

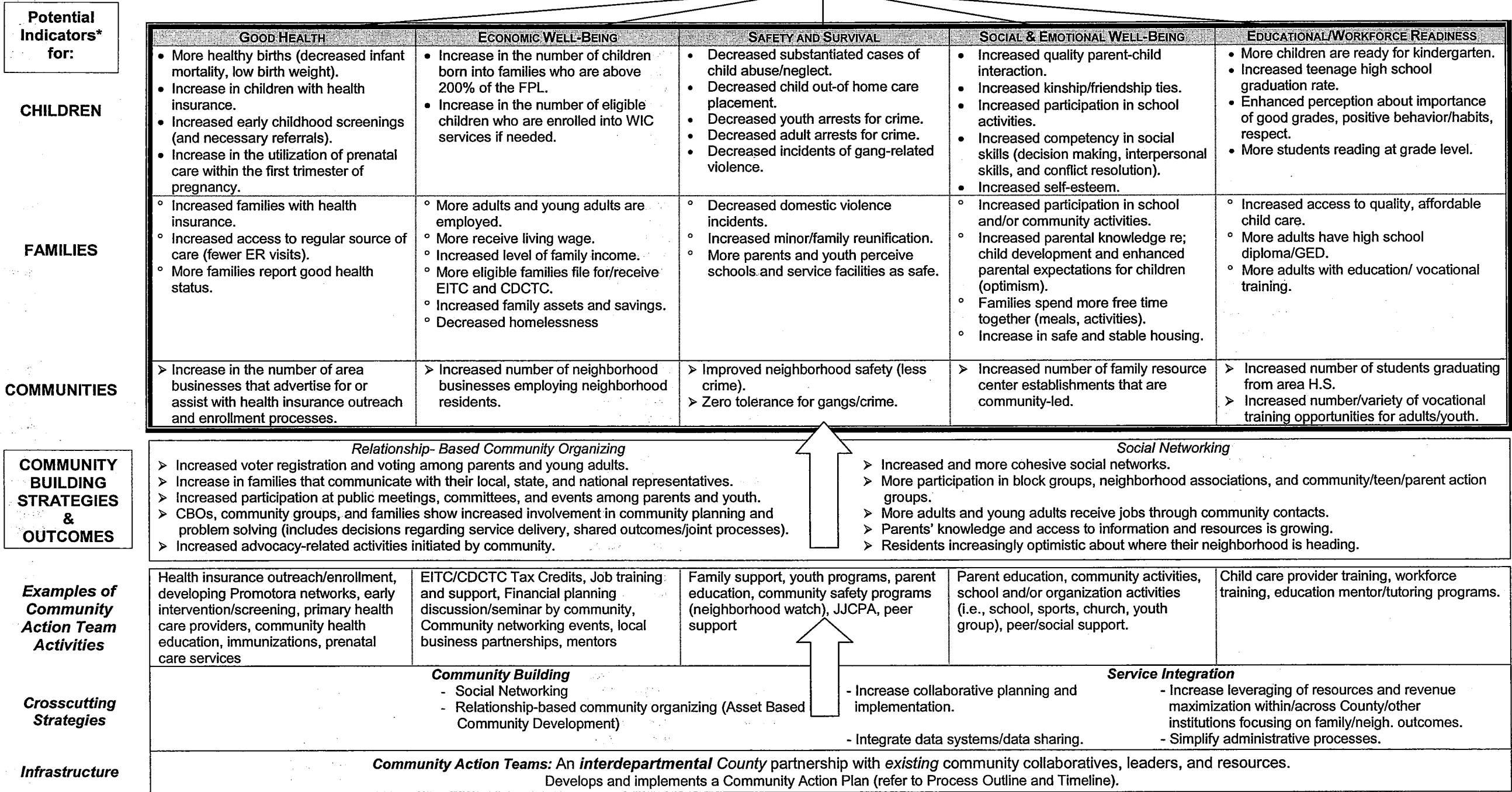
1. Build on an existing, or develop a new, Community Action Plan that: (1) collectively responds to community concerns/priorities; and, (2) integrates services and resources;
2. Jointly implement, monitor, and evaluate Action Plan related actions/activities;
3. Create opportunities for community members to enhance their leadership skills, take collective action, and more effectively use community assets/resources to improve their communities; and,
4. Identify/refer systemic policy, regulatory, operational/contractual constraints to service integration & community building efforts to the County's IOG, NDTF, and CEO for resolution.

ATTACHMENT F

**HST LOGIC MODEL, SAMPLE COMMUNITY
BUILDING STRATEGIES, ACTIVITIES, AND
INDICATORS**

Shared Community-County Outcomes, Indicators, and Strategies
Vision: Healthier Communities, Stronger Families, and Thriving Children

Mission: Achieve improved outcomes for children and families through a partnership between communities and interdepartmental County Teams that integrate services/resources, and use a community building approach to address community concerns.



* Selection of specific community/family/child indicators will be determined by the HST Community Action Teams. Indicators shown compiled from: Annie E. Casey Foundation's "Making Connections: A Neighborhood Transformation Family Development Initiative, National Survey Indicators Database, 2006; Los Angeles County's: Proposed Budget, 2006-2007; Children's Planning Council, Children's Scorecard; County Department of Public Social Services, Long-Term Family Self-Sufficiency Indicators, 1999-2000, and L.A. County Strategic Plan, 2006-2010.

Healthier Communities, Stronger Families, and Thriving Children (HST): Proposed Budget

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Totals
Years 1-5: Reflects start-up funding to implement the first year of the County's five-year community-based service integration and community building demonstration initiative in four geographic communities: Lancaster, Pacoima, Florence-Firestone, and Wilmington. An allocation of \$200,000 per community will be used to support HST-related Community Action Plan planning/implementation* and community engagement activities**. To encourage maintenance-of- effort by communities, County funding for these purposes will be progressively reduced by \$25,000 per community per year.	800,000	700,000	600,000	500,000	400,000	0	\$3,000,000
Years 2-6, expansion of <i>HST Communities</i>: Proposed expansion to three additional communities, based on experiences/lessons learned during first year of operation, thereby including remaining geographic SPA Councils into the <i>HST</i> initiative. Funding to be used to support similar activities as outlined for Year 1; and conforms to the same progressive reduction in yearly funding.	0	600,000	525,000	450,000	375,000	300,000	\$2,250,000
***Community Building/Technical Assistance, Evaluation and Continuous Quality Improvement Fund. Allocation available to all <i>HST Communities</i> ; also conforms to a progressive reduction in yearly funding.	200,000	175,000	150,000	125,000	100,000	100,000	\$850,000
****Contingency Fund. Funding will be available to all <i>HST Communities</i> ; will also conform to the progressive reduction in yearly funding.	187,740	162,740	137,740	112,740	87,740	87,740	\$776,440
HST Staff	285,000	285,000	285,000	285,000	285,000	285,000	\$1,710,000
Subtotals:	\$1,472,740	\$1,922,740	\$1,697,740	\$1,472,740	\$1,247,740	\$772,740	\$8,586,440

* May include hiring of local Community Action Team relationship-based community organizers to manage Community Action Team activities, such as, but not limited to: implementation work groups/teams; outreach/recruitment/retention of community partners/asset mapping; leveraging resources; producing progress reports/communicating barriers to service integration/community building activities to NDTF-IOG. Local organizer teams will be coordinated by CEO HST staff. Please refer to Attachment D: HST Logic Model for additional examples of potential Community Action Team activities.

**Based on lessons learned from the 73 County-CPC SPA/AIC Council's Community Forums held during 2005, meeting related expenses, may include, but not limited to: simultaneous translation services and equipment; translation of meeting outreach notices/minutes/newsletters; transportation (stipends, carpooling/van services); event day care; food/beverages; postage/supplies/copies, etc. Please refer to Attachment D: HST Logic Model for additional examples of potential Community Action Team activities.

***Examples of training/technical assistance sessions for Community Action Team members (to be provided by HST partners or through contractors) include, but not limited to: meeting/focus groups/group facilitation; asset mapping (mapping of informal services/networks); strategic planning/performance measures/evaluation; data gathering/analysis/community action research methods; grant writing; budgeting; civic engagement training ("government 101"); policy development; County and other local service systems; customer service and satisfaction/customer advocacy and joint service-customer decision-making approaches; city/County/state budget process; policy development/legislation; Asset-Based Community Development training/relationship-based organizing; community engagement; outreach/recruitment; group formation/organizational development; leadership development; human capital development, etc. Please see Attachment E: Data Collection for additional data-related activities that Community Action Team members may require additional capacity building in.

**** Supplemental funding to support unforeseen expenses related to Community Action Team strategic planning/implementation or community building activities already outlined above or in any of the attachments.

HST staff: will provide centralized leadership, coordination, and support to Community Action Teams/staff; will (1) serve as a "communication hub" for Community Action Teams, NDTF, and IOG; (2) Coordinate/expedite Countywide service integration efforts, "barrier busting," and policy related activities for the IOG and NDTF; (3) provide periodic reports to the Board of Supervisors regarding the status of implementation efforts; and, (4) ensure resident involvement in County discussions and decision-making processes occurs. Please refer to Attachment C: Administrative Structure for details regarding the roles of HST and other staff.